

King County Veterans and Human Services Levy Evaluation Framework Working Document

Prepared by
Genevieve Rowe, Epidemiologist
Public Health – Seattle & King County
September 2007



Department of Community and Human Services
Community Services Division

Public Health – Seattle & King County
Epidemiology, Planning, and Evaluation Unit

Introduction and Evaluation Approach

The Veterans and Human Services Levy funds an array of services, programs, and actions to reduce homelessness and unnecessary emergency medical and criminal justice involvement among those most in need in King County. To ensure effective use of Levy funds an evaluation has been initiated to ensure the Levy goals are met and processes are conducted as intended.

Beginning evaluation activities alongside the Levy implementation provides the opportunity to build evaluation data needs, policy and procedures into Levy administration and contracts for services. Initial evaluation planning can help shape, and be shaped by, overall Levy management thereby increasing long term efficiency.

The approach to the VHS Levy evaluation was initiated in the Levy and the subsequent Service Improvement Plan (SIP). These documents call for an evaluation that demonstrates the impact and benefits of the levy and reports whether or not the levy achieved its goals. They direct that process and outcome evaluation techniques be used to assess the implementation of the levy and the long-term results of levy investments.

The primary goal of the levy is to “***Prevent or reduce homelessness and unnecessary involvement in the criminal justice and emergency medical systems for veterans, military personnel and their families and other individuals and families at most risk***”. The services and programs funded by the Levy will be evaluated as to their impact on this goal.

In addition to the primary goal, the SIP identifies five Overarching Investment Strategies to be used as sub-goals:

1. Enhance services and access for veterans.
2. End homelessness through outreach, prevention, permanent supportive housing and employment.
3. Increase access to behavioral health services.
4. Strengthen families at risk.
5. Increase effectiveness of resource management and evaluation.

The Levy and SIP also specify underlying goals that relate to the impact of the levy on the larger system of human services. These system improvement objectives are:

- Reduce racial disproportionality by providing culturally competent services and targeting, engaging and serving those who are disproportionately effected - especially those for whom English is not the primary language.

- Enhance system support and motivate system change in the following ways:
 - i. Braid and/or leverage funding sources.
 - ii. Fill service and/or funding gaps.
 - iii. Improve access to and coordination of services.
 - iv. Move the system toward unification.

The evaluation will examine how the levy funding and programs contribute toward reaching these goals and objectives.

The evaluation will also document the initial and ongoing implementation of the levy. The existing service system is constantly evolving in response to funding, need, services added, modified, or taken away, and environmental influences. Many of these larger changes will not have been anticipated during the levy planning process. The evaluation will show how the administration of the levy both responds to and influences the system at large.

The approach to the Levy evaluation is divided into two major components; Outcome Evaluation and Process Evaluation.

Outcome Evaluation

The outcome evaluation will assess the impact of the funded services and programs on the Levy goals and objectives. This approach will consist primarily of evaluating program outcomes in the context of a logical and causal framework. The Evaluation Framework designed for this part of the evaluation links the levy goals and investment strategies to the levy results. The framework is intended to provide a structure for collecting data and measuring the indicators necessary for the evaluation.

The Levy outcome evaluation is broader than a program evaluation or a series of program evaluations. The outcomes of each of the funded programs are 'rolled up' to document the results of each investment strategy and the overall impact of the Levy. While the Levy outcome evaluation is not a program evaluation, it remains essential that each program return the results expected. The Evaluation Framework designed for the Levy will assess the expected outcomes for each program funded as well as aggregate to the overall Levy impact.

Process Evaluation

The second component of the Levy evaluation is a system level process evaluation that will assess the impact of the Levy within the context of the larger service system. This level of evaluation is beyond measuring the impact of

programs toward the Levy goals and objectives. The programs and services the Levy intends to fund exist within a larger and constantly changing system. The process evaluation will include an evaluation of the Levy's impact on the goals and objectives that occur at the system level. It will also include a process evaluation to document the initial implementation of the Levy and on-going operations. This part of the evaluation takes place outside the Evaluation Framework. A separate plan for the process and system evaluations will be developed.

Purpose of this Document

The purpose of the Evaluation Framework Working Document is to organize the outcome evaluation part of the Levy evaluation. It outlines the overall approach and describes evaluation strategies. It presents the Evaluation Framework and the mechanism for updates and additions that will result in the final detailed Evaluation Plan. It is an Evaluation Plan in progress.

The remainder of this document includes the following sections:

Evaluation Strategies – This section provides more detail about how the Levy will be evaluated. It describes the strategy for ensuring that Levy funded programs have the desired impact on the goals and objectives.

Evaluation Framework – The structure of the framework will be described in detail. Using an Evaluation Detail Template, the process for incorporating program details as they become available and organizing evaluation tasks and results will be presented.

Evaluation Timeline - The use of a timeline for managing evaluation tasks and deadlines is described. The process for updating and maintaining the timeline for evaluation activities is explained.

Notes for Evaluating Individual Levy Activities – Following the same structure as the framework, notes related to evaluating Levy activities are provided. This section should be considered a working section that will be revised and updated as the evaluation progresses.

Evaluation Strategies

A comprehensive evaluation strategy has been developed that ensures the expected results are being achieved, demonstrates value returned on levy investments, does not divert resources from levy services, and effectively uses evaluation resources. Evaluating the levy is complex. There are multiple target populations, goals, objectives, strategies, investment areas, programs, interventions, providers, administrators, partners, locations, timelines, and expected results.

Underlying principles for the levy evaluation approach include:

- Where an investment is a best practice, verify it is implemented as evaluated.
- If a best practice is not available, design a program using elements of best practices and do a formative evaluation.
- Leverage existing evaluation activities. Where an evaluation is in place, use it or add to it.
- Where the timeline is too long to achieve final results, find intermediate outcome or process outcome to show on course to achieving results.
- Coordinate evaluation with levy contract management activities. Build process and outcome data collection into ongoing monitoring functions.

The SIP specifies that the Levy be used to fund practices and strategies known to work. To the extent this can be done, the evaluation can be simplified. There is a continuum of evaluation strategies that range from simply verifying that something happened to comparing intervention results with a statistically valid control group to ascertain causality. An evaluation that requires a control group to prove a program is the cause of any effects seen can be expensive and time consuming. A proven program, sometimes called a best practice, has had such an evaluation. When the levy investment strategies fund practices and services that are currently working or have been proven to work elsewhere, there isn't a need to again prove a causal relationship between the services funded and the expected outcome. The evaluation can focus on measuring the quantity of levy funded services and their results.

There may be situations where a proven program/ best practice is not available for a Levy investment. There may also be a situation where a proven program/ best practice must be substantially modified in order to be useful to the specific populations targeted by the Levy. In these cases a program can be designed that incorporates elements and practices that are found in similar proven programs. Evaluation of these programs will stress on-going monitoring and early feedback so that any necessary changes can take place in a timely manner. Short-term results will be identified that demonstrate that the longer-term desired outcomes are likely to be reached. This formative type of evaluation will help ensure that the program is functioning as intended.

In general, it will not be possible for evaluations of Levy programs to include a control or comparison group to show its effect. The intent of the Levy is to provide services to those in need. Establishing a control or comparison group would require that some individuals *not* receive services so that they can be compared with those who are receiving services. There may be situations where there is a 'natural' comparison group which can be used if necessary and feasible.

The Levy goal - *Prevent or reduce homelessness and unnecessary involvement in the criminal justice and emergency medical systems for veterans, military personnel and their families and other individuals and families at most risk* - can be simplified into four parts:

- Reduce homelessness
- Prevent homelessness
- Reduce unnecessary involvement in the criminal justice system
- Reduce inappropriate use of emergency medical systems

The evaluation seeks to measure the Levy's impact on each of the four parts of the goal.

It is virtually impossible to conduct a census of homeless families and individuals. Therefore evaluating changes in the homeless population as a result of Levy investments is not a feasible evaluation strategy. Additionally, the population of homeless can be impacted by many factors outside of the influence of the Levy. A downturn in the economy that makes jobs scarce, an upturn that increases the cost of housing, an influx of individuals and families at risk for homelessness, funding changes for services that prevent homelessness, are examples of situations that could occur that would impact the level of homelessness in King County that would be beyond the control of the actions funded by the Levy.

The evaluation strategy overcomes this limitation by measuring the Levy's impact on known risk factors for homelessness. By demonstrating the impact on known risk factors, it can be inferred that the Levy programs are impacting homelessness.

The Levy evaluation strategy will target the reduction or prevention of homelessness among those known to be homeless or at risk for homelessness. Risk factors for homelessness that may be measured include previously homeless, mental illness and/or substance abuse, incarceration, chronic health conditions/disability, victimization (trauma, DV, sexual assault, child abuse), financial instability, poor employment history, and lack of education and/or job skills.

There is a high correlation between unnecessary involvement in the criminal justice system, inappropriate use of emergency medical systems, and homelessness. Homelessness and the risk factors for homelessness are themselves risk factors for unnecessary involvement in the criminal justice

system and inappropriate use of emergency medical systems. In order for the Levy to achieve its expected results, program outcomes must reflect a change/improvement in homelessness or any of the risk factors for homelessness, inappropriate use of emergency medical services, or unnecessary involvement in the criminal justice system.

Many individuals and families known to be homeless or at risk for homelessness are known by means of the services they seek and/or systems they encounter. The evaluation will focus on the impact of the Levy on these known individuals and families. The evaluation will also focus on reducing unnecessary involvement in the criminal justice system and inappropriate use of emergency medical systems among those known to be involved in these situations and those with known risk factors.

Levy funded programs will target specific populations - *veterans, military personnel and their families and other individuals and families at most risk*. The same risk factors that will be effected by the levy program outcomes also define the target populations of interest.

The SIP organizes the Levy goals into the five Overarching Investment Strategies which are presented on page 1. Within these Overarching Strategies are Individual Activities which may also be broken down into individual Programs. The evaluation will follow this structure. An Evaluation Framework has been developed that links the Levy goals through each Overarching Investment Strategy, Individual Activity, and Program to the specific program outcomes that will be evaluated. This framework is described in more detail later in this document.

Structuring the evaluation in this way allows organization and reporting of results in multiple ways:

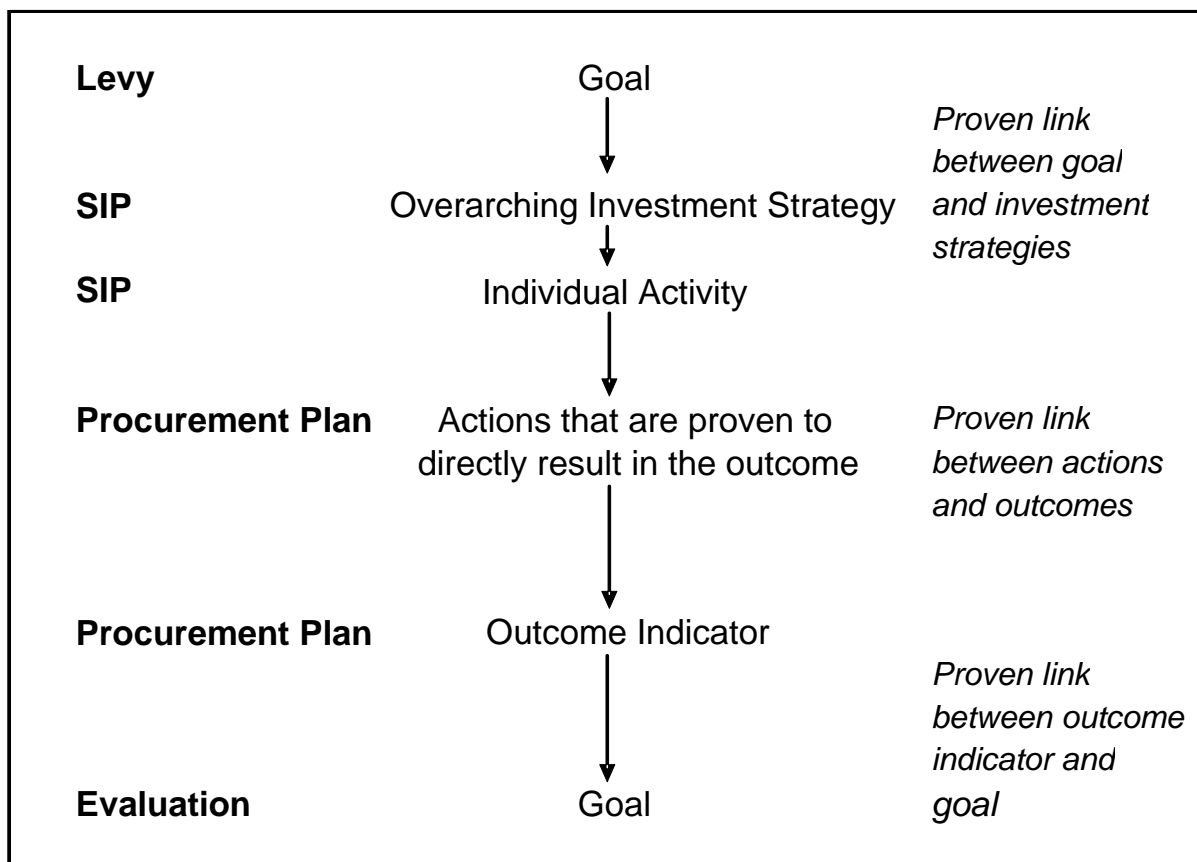
- Levy goal
- Overarching strategy level
- Investment level
- Target population level
- Provider level
- Service level.

This ability to aggregate and disaggregate into different levels facilitates reporting to a variety of audiences and stakeholders who may be focused on specific Levy investments or populations.

The next section presents the Evaluation Framework and describes how it is used to structure the evaluation.

Evaluation Framework

The evaluation framework ties the levy goals and investment strategies to the levy results. It lays out the links between what is funded, what is expected to happen as a result of those funds, and how those results will contribute to realizing the levy goals and objectives. It provides the structure for collecting data and measuring the indicators necessary for the evaluation. Levy evaluation results will be discussed in terms of goals, strategies, activities, and indicators. The diagram below shows the relationship between the levels of the framework and the linkages.



The framework begins with the simplified goals:

- Reduce homelessness
- Prevent homelessness
- Reduce unnecessary involvement in the criminal justice system
- Reduce inappropriate use of emergency medical systems

The Levy goals have operationalized into five Overarching Investment Strategies, four of which are addressed in the outcome evaluation and are therefore included in the Evaluation Framework. In simplified terms these are:

- Veterans
- Homelessness
- Behavioral health
- Strengthening families at risk

Within each Overarching Investment Strategy are several Individual Activities. Each Individual Activity may be a program or service in itself or may be made up of several smaller programs or services. The Individual Activities within each strategy are specified in the Notes for Evaluating Individual Levy Activities section later in this document. To be compatible with overall Levy administration and management, the evaluation framework follows this same structure.

It is the individual program or service that is a key element in the evaluation framework. It is at this level where the 'action' occurs that will impact the Levy Goal. Each program or service funded by the Levy has one or more expected outcome(s). These outcomes identify the expected change/improvement in homelessness or any of the risk factors for homelessness, inappropriate use of emergency medical services or unnecessary involvement in the criminal justice system.

At the lowest level of the framework are the indicators that measure the program outcomes. They are the data elements that are used to measure what is done and the result of what is done. Each indicator is a measure of one thing, clearly interpretable and measurable. The indicators must accurately reflect the outcomes, particularly as they relate to the higher level goals.

It is the proven causal links between these levels that ensures that implementing these specific services will result in the desired impact on the Levy Goal and the ability of the evaluation to measure that impact.

The evaluation framework is built using this basic structure. The first three levels are specified in the Levy and the SIP. The actions/services/programs, the outcomes that are expected, and the indicators that measure the outcomes are specified in the Procurement Plans/Program Designs that are currently being developed and approved. As these plans become available, the relevant information is added to the framework. The result is a detailed framework that connects each outcome indicator to be measured with the levy investment strategies and goal. A detailed diagram of the framework is under development.

At the lowest level of the framework is a complete map of indicators to be evaluated. These indicators can be 'rolled up' to document the results of each

Overarching Investment Strategy and the overall impact of the Levy. Because the programs may be providing similar services across different target populations, they may yield the same outcome indicators. These can be combined and then rolled up to provide results in specific areas. In this manner the framework provides the capability to structure evaluation activities and results in multiple ways; by levy goal, target population, system improvement objective, overarching investment strategy, individual investment, and type of service.

The evaluation framework also provides the basis for a data needs assessment. Clearly data are needed for the individual outcome indicators. Data must also be available to support the organization of results. This includes information about target population (not only homelessness and veterans status but age, gender, marital status, immigrant status, and criminal justice history), risk factors for homelessness (health conditions, mental health conditions, substance abuse history, history of DV or trauma, or employment history), and use of emergency medical services. To provide results to those who are interested in racial disproportionality and cultural competency, data about race, ethnicity, and language must also be collected.

The following section provides more information about building each of the 'support beams' in the Evaluation Framework. It presents the template for taking the information in the Procurements Plans/Program Design Documents and contracts, adding to the framework and building a detailed evaluation plan.

The Evaluation Detail Template

Organizing an evaluation as complex as this requires a systematic approach. An Evaluation Detail Template has been designed for compiling the needed information from each individual program to ensure nothing is omitted. Evaluation and program staff can work together to complete the templates thereby ensuring a common understanding of what the evaluation will entail. Examples of a blank and completed template are included in the appendix.

Completing an Evaluation Detail Template for each program will provide the information needed to complete the Evaluation Plan. It will specify what data are needed from which sources and what program level process and outcome evaluations are needed. It lays out the relationship between the Levy Goals, Outcomes, and Indicators so that the Evaluation Framework can be filled in. It will also serve to identify any needed information that is missing so that steps to obtain the missing data can be taken early. Any changes to the information in the template that occurs as the Levy implementation and service provision progresses will signal a needed modification to the Evaluation Plan.

Templates are completed at the program or service level. In some cases the program or service is the same as the individual activity but in other cases several programs will aggregate to the individual activity level. A program may have one expected outcome or many. The same outcome may be expected for several programs. Questions to guide the completion of the templates are in the Appendix.

Evaluation Timeline

The lifespan of the levy is January 2006 through December 2011, with a request for renewal to go before the voters in late 2011. The levy directs that the evaluation demonstrate the levy's value to the taxpayer prior to the request to renew the levy. Evaluation results must therefore be available by July 2011.

The majority of the evaluation activities will take place in the next 50 months; between May 2007 and July 2011. As levy services are implemented and specific schedules for obtaining results are known, the evaluation timeline can be completed.

An evaluation timeline is being developed that shows when the evaluation will take place in relation to the levy timeline. As the evaluation plan is finalized, dates will be specified and added to the timeline for reporting interim and final evaluation results. These dates will balance the need for ongoing reporting to meet Levy oversight requirements with the lifecycles of many in-progress evaluations. The timeline can also reflect the desire to periodically 'roll out' results demonstrate the Levy's success and value to the community and build positive perceptions prior to the renewal.

Levy programs will begin at different times and reach their respective conclusions on different schedules. Data may be readily available or may require system upgrades before it is accessible. The timeline must accommodate all of these situations. For each program consider:

- when the program will start (or when will the levy \$ be effective)
- how long until each indicator can be measured
- at what point will a sufficient number of clients have reached the outcome to generate a statistically reliable result
- when will indicator data be available
- when will baseline data be available, if needed
- what are the contractual requirements for reporting process and results data

Often programs will have natural cycles for beginning and ending. Aligning evaluation tasks with these cycles, when feasible, can minimize the impact on program staff and operations.

It may be beneficial to stagger analyses of interim evaluation results throughout the levy lifespan. Evaluators can provide each program sufficient attention and feedback while programs would not have their results 'diluted' by that of many simultaneous reports.

Notes for Evaluating Individual Levy Activities

The outcome evaluation of levy activities will utilize basic quantitative and qualitative methods as appropriate. Although there are many individual activities targeting different populations in a variety of venues, there are similarities among the outcome indicators and processes to be measured. Evaluation tasks can be organized in a way that takes advantage of these similarities and can lead to efficient management of the evaluation.

The basic approach to the evaluation is to measure what is done, how it is done, and the effects of what is done. Measuring what is done is often straightforward as it is the contracted action or service. Measuring how it is done is more complex and may involve a combination of contract monitoring, process and outcome evaluation. Measuring the effects of what is done can vary in complexity and is dependent upon the causal connection with what is done and how it is done.

How it is done is the process of incorporating the System Improvement Objectives with the Investment Strategies at the program level. An example is improving access to housing and other services in a way that reduces racial disproportionality. Strategies for outreach and engagement that target those disproportionately represented may be specified in the program documentation, but the evaluation needs to show they are working, not just happening. Through on-going contract monitoring and evaluation, programs can receive feedback about the effectiveness of their strategies and make any needed changes to ensure the expected result is achieved.

The levy goals will be reached if each program has its expected result. While it is important for each program to return the expected outcomes, it is not feasible to conduct detailed evaluations for all individual programs. Among the many programs funded by the Levy, there will be varying degrees to which they have already been proven to work. Based on the strength of previous evaluations, an appropriate evaluation of each program will be determined. Programs that have been proven to work by one or more rigorous evaluations may not be evaluated individually. Instead, contract monitoring will verify that the program is operating as previously evaluated. Indicators for measuring expected outcomes will be collected for the overall Levy evaluation. Programs that are not proven may be evaluated more closely to demonstrate they have an impact on the levy goals. Pilot or new programs will be closely monitored. An individual program evaluation may be conducted if resources are available. These evaluation resources may come from the Levy or from other sources. Leveraging outside evaluation funds may be necessary to conserve Levy funds for the overall evaluation. It may be necessary to prioritize program evaluations in order to decide where evaluation resources may best be utilized.

Since the Levy directs that half its funds be directed toward veterans and their families, it is important that this be tracked across all investment strategies and programs as part of the on-going evaluation. In addition to capital expenditures and other investments, it is essential for all levy services to identify each client who is a veteran or member of a veteran's family.

Outcome indicators for some investments are verification that something has occurred (what was done); conducting training on collaboration, building housing units, opening an office in a specific location, are examples of this type of indicator. In these situations the evaluation would duplicate the contract monitoring process that ensures these actions take place. Wherever possible, the evaluation should utilize performance measures in the contracts to measure indicators when they are the same. Some coordination between the contracts and the evaluation timeline may be necessary so that contract reporting dates coincide with the dates that evaluation results are needed.

Many outcome indicators are a measurement of change. The terms increase, decrease, expand or improve all imply a difference from a previous value. In these situations, baseline data is needed to measure the change.

The following sections include notes for evaluating each Overarching Investment Strategy (OS). Specifics will be added for each individual activity as more information becomes available.

OS-1 Veterans

With few exceptions, the focus of this strategy is to expand and enhance existing services or strategies for veterans and their families. Important outcomes for this strategy include:

- Increase capacity of existing programs
- Expand PTSD services
- Increase self sufficiency through employment
- Improve access to service information
- Expand geographic reach of services
- Expand access to mainstream community services

If the service is an increase in capacity or geographic distribution, an evaluation that measures the difference from a baseline pre-Levy level will be conducted.

When an investment calls for a specific office, clinic, housing unit, staff, analysis plan, or other service to be initiated; a process measure to verify that it has occurred as directed will be evaluated.

Some of the investments in this strategy are the same as or very similar to investments in other overarching strategies. What distinguishes them is the

target population. Coordinating/consolidating evaluation activities whenever feasible will be an efficient use of resources. Data identifying who is served will allow indicators to be analyzed by specific target population. In one investment the service would be the same as in another OS except for target population and diagnosis (PTSD).

Individual activities within this OS include:

- 1.1 Expand geographic range of KC Veterans programs
- 1.2 Veterans Financial Assistance
- 1.3 Contracted PTSD Treatment
- 1.4 Employment and Outreach
- 1.5 Phone Resources
- 1.6 Training and Information re: VA Linkages

OS-2 Homelessness

Many of the activities under this strategy have been previously shown to reduce homelessness. Where possible, replicating previously successful evaluation methods would be an efficient strategy.

Important outcomes for this strategy include:

- Increase the number of housing units (public and private)
- Expand support services for new and existing housing
- Expand geographic distribution of housing with support services
- Improve housing stability
- Provide emergency resources for those in housing
- Improved financial stability through employment

Individual activities within this OS include:

- 2.1 Initiatives to Identify/Engage/House Long Term Homeless
 - 2.1a Seattle
 - 2.1b South County
- 2.2 Increase Permanent Housing with Support Services
- 2.3 Landlord Risk Reduction
- 2.4 Investment in Support Services for Housing
- 2.5 KCCJI Housing/Services
- 2.6 Permanent Housing Placement Supports/CJ parents exiting transitional housing
- 2.7 Housing Stability Program
- 2.8 Link Education and Employment to Supportive Housing

OS-3 Behavioral Health

Important outcomes for this strategy include:

- Increasing access to behavioral health services
- Expand capacity to identify and treat trauma and PTSD

Individual activities within this OS include:

- 3.1 Integrate MH/CD into Primary Care Clinics
- 3.2 Training Programs in Trauma Sensitive and PTSD Treatment
- 3.3 Train Behavioral Health Providers in PTSD
- 3.4 In-home Services to Treat Depression in Elderly Vets, others

OS-4 Strengthening Families at Risk

This overarching strategy differs from the first 3 in that several of the outcomes relate to early prevention of homelessness and risk factors for homelessness. Several of the investments seek to influence protective factors for homelessness.

In some investments two populations are targeted. Both adults and children are targeted for short-term outcomes while children only are targeted for long-term outcomes. The impact of early prevention on long-term homelessness may not be seen within the timeframe for the levy evaluation. The evaluation will look at shorter term outcomes and processes that have been linked to the longer term outcomes to show that the investment is on track to reach the final result.

While these programs don't specifically target veterans or their families, there is nothing that prevents them from enrolling if they meet other target criteria. Veteran's status should be determined for all participants in these programs.

Expected outcomes for this strategy include:

- Strengthen parent-child bond
- Enhance early child development
- Increase family stability
- Increase self-sufficiency through employment
- Improve housing stability
- Improve school readiness
- Improve parenting skills
- Promote family reunification

Individual activities within this OS include:

- 4.1 Nurse Family Partnership

This program is a replica of another that has been extensively evaluated in the past. There is an on-going evaluation to ensure that this implementation follows the processes and procedures from the original program thus ensuring that the same results will be achieved. The levy evaluation need only measure the final outcomes.

4.2 Pilot new services for maternal depression

This program has not been evaluated nor has the link to levy goals been established. There should be an evaluation of the program itself to show that it reduces maternal depression. There should also be an evaluation to show a reduction in one or more of the levy goals or risk factors for the levy goals.

4.3 Early childhood intervention/prevention

For these programs there will be an extra step in obtaining some of the information necessary for the evaluation. The initial procurement plan will result in a contract that issues RFPs for the actual services or programs. At the point the subsequent contracts with the actual service providers are completed, all the information should be available.

4.4 Early intervention support for parents exiting CJ and in transitional housing

4.5 Invest in education and employment for single parents exiting CJ

Outcomes from these programs are similar to those from other investments and can be evaluated in the same manner. What is unique here is the target population. Processes that specifically address this population and related barriers to housing and employment will be evaluated. This target population will be tracked for subsequent involvement in the CJ system.

4.6 Family Treatment Court

This is an on-going program that will receive levy funds for one year only. The evaluation will be at the system improvement level to show levy funding filling a gap.

OIS-5 Resource Management and Evaluation

The activities in this strategy do not directly serve the Levy's target populations. They address data management systems, analysis and planning, data sharing, collaboration, and the evaluation itself. As there is no direct effect on any of the levy goals, this overarching strategy does not appear in the Evaluation Framework.

APPENDIX – Evaluation Detail Templates

Building the evaluation plan using the Evaluation Detail Templates is an ongoing process. To this end, the appendix can be considered a workbook where evaluation related information is entered and refined as the Levy implementation progresses.

The information needed to complete the templates will be found in the Procurement Plans/Program Design Documents and the Contracts with the program/service Providers/Agencies. The following questions are a guide to reviewing the program documentation and completing the template.

For each individual Program specify the following -

What is the Overarching Investment Strategy? Enter in the assigned cell.

What is the Individual Activity? Enter in the assigned cell.

What is the specific Program/Intervention/Action? Enter a descriptive title or very brief description. It is not necessary to replicate all the information available elsewhere. A reference to the related Procurement Plan or Contract can be added if helpful. Note in some cases the individual activity is the program or service and completing this section may not be necessary.

Is the program for Veterans or Others in Need? Identify the source of Levy funding.

What is/are the Expected Outcome(s)? Each outcome should be identified in a separate cell. Specify only those outcomes that directly relate to the levy goals or risk factors. Levy staff will work with program staff to clearly define outcomes to be measured.

The following information should be specified for each Expected Outcome from a Program –

Which other population(s) is/are targeted? Specify population such as transitioning from jail, young single mothers, diagnosed with PTSD.

Which Goal(s) or Risk Factor(s) is/are addressed? Specify which of the goals, sub-goals, objectives or risk factors will be impacted by the expected outcome. Note that in some cases a protective factor may be addressed. Each outcome must directly impact a goal or a risk/protective factor for a goal.

What is the strength of evidence between the goal/risk factor, the program actions or services, and the expected outcome? Is an outside evaluation (managed/funded outside the Levy) underway or planned? Is there a need to evaluate this link? Identify programs that are proven or are currently being evaluated by another entity. Evaluation staff will use this information when prioritizing programs for evaluating with levy resources. At some point a designation will be made about the need for and the feasibility of a program level evaluation to demonstrate the effect of the outcome on the goal or risk factor.

What is/are the Indicator(s) that measure the Expected Outcome? Is baseline data needed? Specify all the indicators that will be collected to measure the outcome. If the outcome is an expected change from a previous level, specify whether a baseline measurement is needed. Note that indicators must be well defined, measurable, and have a source where the data can be obtained.

What source(s) will provide the Indicator data? For each indicator, identify the source of data. Identify any data sources that are not readily available, under development, require Human Subjects approval to access, or require additional funds to use.

Evaluation Detail Template

Overarching Investment Strategy			
Individual Activity			
Program/Service/Intervention/Action			
Is this program for Veterans or Others in Need?	Outcomes		
Other population(s) targeted	Outcome 1	Strength of evidence that supports link between goal/risk factor and outcome (is there a need to evaluate link)	
Goal(s), sub-goal(s), objective(s) or risk/protective factor(s) addressed		Indicator(s) to measure outcome	Data Source(s)
Other population(s) targeted	Outcome 2	Strength of evidence that supports link between goal/risk factor and outcome (is there a need to evaluate link)	
Goal(s), sub-goal(s), objective(s) or risk/protective factor(s) addressed		Indicator(s) to measure outcome	Data Source(s)

Evaluation Detail Template

Other population(s) targeted	Outcome 3	Strength of evidence that supports link between goal/risk factor and outcome (is there a need to evaluate link)	
Goal(s), sub-goal(s), objective(s) or risk/protective factor(s) addressed		Indicator(s) to measure outcome	Data Source(s)
	Outcomeetc.		

Example of Completed Evaluation Detail Template

DRAFT

OIS-2	Ending homelessness thru outreach, prevention, permanent supp housing & employment		
IA-1	Develop new units of permanent housing with supportive services		
	Develop and manage new units of permanent housing with links to supportive services		
Is this program for Veterans or Others in Need? BOTH	Outcomes		
Other population(s) targeted - None	Outcome 1	No need to evaluate this link, contract monitoring will verify units built	
Goal(s), sub-goal(s), objective(s) or risk/protective factor(s) addressed - Reduce homelessness	Increase new public sector units of permanent housing	Indicator(s) to measure outcome: - # new units built	Data Source(s)
Other population(s) targeted – Need to disaggregate by veteran households, military personnel households, chronically homeless high service need households, parents exiting jail, MHCADS households	Outcome 2	Link between access and system objective should be evaluated. Process eval of outreach procedures to racial/ethnically diverse homeless populations, eval of cultural barriers being addressed.	
Goal(s), sub-goal(s), objective(s) or risk/protective factor(s) addressed – Reduce homelessness, Reduce inappropriate use of emergency medical systems, Reduce unnecessary involvement in criminal justice system, Reduce racial	Increase access to permanent supportive housing	Indicator(s) to measure outcome: - # homeless housed by pop (veteran households, military personnel households, chronically homeless high service need households, parents exiting jail, MHCADS households) - # units with support	Data Source(s)

Example of Completed Evaluation Detail Template

DRAFT

disproportionality		services available Note: need demographic data to identify target population and race, ethnicity, language	
Other population(s) targeted – Need to disaggregate by veteran households, military personnel households, chronically homeless high service need households, parents exiting jail, MHCADS households	Outcome 3 Increase housing stability	The link between this outcome and the goals is evidence-based. Impact on goals is further assessed by outcomes to be evaluated in the supportive services programs	
Goal(s), sub-goal(s), objective(s) or risk/protective factor(s) addressed – Reduce homelessness, Reduce inappropriate use of emergency medical systems, Reduce unnecessary involvement in criminal justice system, Reduce racial disproportionality		Indicator(s) to measure outcome: - # using supportive services - # months housed (by pop as above) (by use of supportive services) Note: need demographic data to identify target population and race, ethnicity, language	Data Source(s)